

Jennifer Judge Hensel

Strategic Planning, Executive Leadership, Brand and Marketing Strategy, Change Management

www.jenniferjudgehensel.com | [linkedin.com/in/jenniferjudgehensel](https://www.linkedin.com/in/jenniferjudgehensel)



Executive leader with 15+ years leading strategic initiatives and executive operations across complex organizations. I help leadership teams set and execute vision to achieve ambitious goals by aligning cross-functional stakeholders and developing integrated strategies across complex systems to deliver measurable impact. I thrive at the intersection of strategy, creativity, and execution—turning big ideas into actionable plans that inspire people and drive transformation. Known for building coalitions, leading through change, and navigating matrixed environments, I keep teams focused and resilient through uncertainty.

CORE SKILLS

Strategic Planning & Organizational Alignment

- Long-Range Planning & Vision Execution
- Engaging Constituents & Stakeholders
- Building Coalitions & Team Alignment
- Change Leadership Across Complex Systems
- Culture Strategy & Values-Based Leadership
- Program & Project Management
- Budget Oversight & Performance Tracking
- Hiring, Managing & Mentoring

Strategic Communications & Brand Leadership

- Multi-Channel Campaign Development
- Brand Strategy & Reputation Building
- Media Relations & Crisis Communication
- Data-Driven Marketing & Audience Growth
- Strategic & Internal Communications

Managing Complexity & Creative

- Digital Content & Ecosystem Strategy
- Internal Communications & Employee Connection
- Executive Messaging & Thought Leadership
- Program Management & Operational Integration
- Integrated Campaigns & Digital Marketing
- Brand Development & Management
- Creative Direction & Graphic Design

KEY ACHIEVEMENTS



Led organizational strategic planning and visioning, aligning activities with leadership priorities to define and achieve institutional goals.



Led 27-person communications and marketing team for nine years, with a 96% retention rate. Acted as central leader for additional 25 staff in a decentralized organization. Modernized operations to include data analysis, research and strategy development.



Increased efficiency of financial, project and product lifecycle management, resulting in a more than 200% increase in output. Deployed a data-driven strategy that drove organic and paid impressions to over 3.5 billion per year.



Raised institutional reputation through multi-year integrated campaign, resulting in 8% increase in peer awareness score.



Designed and launched an ambitious brand and reputational strategy platform based on multi-year research and change management initiative.

Strategic Consultant

JJH Strategic Solutions LLC | Oct 2024–Present

Advise executives at mission-driven organizations on aligning operations, communications, and culture with strategic objectives. Deliver advisory support on values-based leadership, change management, and reputation or brand positioning strategies that drive organizational transformation.

- Develop strategic plans that align vision, values, and measurable goals.
- Create communications and marketing frameworks that amplify reputation and engagement.
- Build brand and identity strategies that reflect organizational purpose.
- Facilitate collaborative processes that connect stakeholders and inspire action.

Executive Director of Communications & Marketing

University of Michigan, College of Engineering, Ann Arbor, MI; 2017 - Present

Serve as senior advisor to the Dean and executive leadership team, providing strategic counsel across a complex organization with 1,200+ employees, 10,000+ students, and 100,000+ alumni. Drive cross-functional coordination between 20+ academic and service units while overseeing \$3.5M budget and enterprise-wide strategic initiatives.

- Led strategic oversight and cross-functional coordination for 50+ professionals; established governance frameworks that foster collaboration and shared accountability for strategic outcomes, transitioning from siloed operations to an integrated strategic partner model.
- Doubled output and scaled impressions to 3.5 billion annually through data-driven strategy, while increasing staff size by only 8%.
- Developed and institutionalized the College's first crisis communications protocols, enabling transparent and consistent response during high-stakes moments.
- Established enterprise strategies across a range of platforms and priorities, from research impact to hiring and recruitment, resulting in aligned and audience-focused communication.
- Diversified and increased digital marketing recruitment funnel, generating more than 4 million impressions, 3000 new leads and 400 conversions in 3 years.
- Modernized operational practices, including the integration of research, strategic planning, and performance measurement frameworks.
- Managed \$3.5M marketing budget across digital, media, and creative channels with an emphasis on long-term value and mission alignment; maintained almost-flat staffing levels.

Progressive Leadership roles

University of Michigan, College of Engineering, Ann Arbor, MI; 2012 - 2015

Associate Director; Assistant Director; Senior Content Strategist; Web Content Specialist

Held a series of progressively senior roles within the communications and marketing function, culminating in executive leadership and laying the foundation for the integrated, data-informed structure now in place.

- Spearheaded operational excellence initiatives across 24-person unit, implementing process improvements and workflow optimization that enabled expanded scope and management responsibilities.
- Directed long-term strategic campaigns tied to student recruitment and advancement goals, including the launch of the Victors for Michigan capital campaign.
- Produced award-winning content, including websites, social media, email, and publications.
- Promoted four times in five years based on strategic leadership and cross-disciplinary expertise.

Additional Work Experience

Adjunct Instructor – Digital Media Arts

Washtenaw Community College | Ypsilanti, MI | 2009–2012

Taught courses in web design and interactive publication to students in the Digital Media Arts program.

Early Career in Visual Communication & Digital Innovation

Tucson Citizen (Gannett) & EXPLORER Newspapers | Tucson, AZ | 2001–2009

Held leadership roles in newspaper design and digital strategy, including directing newsroom workflow redesign and leading early adoption of digital-first publishing. Experience included managing teams, onboarding 60+ staff, and full-cycle production of both editorial and advertising content.

Community Leadership & Volunteer Service

Co-Chair – Art Around Saline (City Arts & Culture Committee)

Saline, MI | 2019–2023

Directed annual public art project featuring local artists, securing funding, managing operations, and sustaining the program during the COVID-19 pandemic. Promoted civic engagement and cultural vibrancy through public space initiatives.

Lead Organizer – Washtenaw Elves

Washtenaw County, MI | 2009–2014

Led a grassroots holiday gift initiative supporting 100+ families annually. Managed volunteer coordination, communications, logistics, and digital tools for fundraising and outreach.

EDUCATION & TRAINING

Master of Science in Communications

Northwestern University, 2019

Executive-level program with focus on strategic communications, inclusive leadership, and social impact.

Bachelor of Fine Arts in Visual Communications

University of Arizona, 2007

Graduated *magna cum laude* while working full time and completing internships and independent study.

Associate of Science in Print Media

Pima Community College, 2001

Served as Editor-in-Chief of student newspaper; taught journalism classes as student instructor.

Leadership Development and Certifications

- Positive Leadership Training, University of Michigan, 2023
- Foundations of Leadership Certification, University of Michigan, 2020
- Bystander Intervention Facilitator Training, University of Michigan, 2020
- Great to Best Leadership Program, University of Michigan, 2019
- Creative Leadership: From Ideas to Action, Stanford Design Lab (IDEO U), 2016

AWARDS

2023: Michigan Regional Emmy Nomination, Best Community/Public Service Video - "We Are People-First"

2021: Staff Excellence Award, Michigan Engineering

2021: Grand Gold Award, CASE Circle of Excellence; Communications Advocacy/Issue Campaigns - "DEI Culture Shift"

2021: Silver Award, CASE Circle of Excellence; Podcasts - "Blue Sky Podcast: Global problems, innovative solutions"

2021: Bronze Award, CASE Circle of Excellence; Videos on a Shoestring - "College Affordability: Coming to the University of Michigan"

2020: Michigan Regional Emmy Award, Best Community/Public Service Video - "Immersed: Practice Your Purpose"

2019: Michigan Regional Emmy Award, Best Community/Public Service Video - "Pursue Bold Ideas"

2019: Bronze Award, CASE Circle of Excellence; Best PSA or Commercial Spot - "The Perfect Match"

2018: Gold Award, CASE Circle of Excellence; Best Individual Sub-Website - "The Michigan Engineer News Center"

2016: Gold Award, CASE Pride of District V 2016; Best Viewbook - "Are You Ready to Make a Difference?"

2015: Silver Award, CASE Circle of Excellence; Best Mobile App - "One Cool Thing"

2015: Gold Award, CASE Pride of District V; Best Event on a Shoestring - Be a Peecycler

2006 & 2005: Designer of the Year, Tucson Citizen Newspaper

THOUGHT LEADERSHIP & SPEAKING

2026: Meeting the Moment: Reimagining Content to Succeed in 2026

2023: Creating a Community of Communicators; Maize by Blue

2019: Rowing in the Same Direction; CASE District V

2016: One Cool Thing - Every Day; HighEd Web National

2015: Maximize Your Impact: How to Be a Massively Creative Team; CASE District V

2015: One Cool Thing - Every Day; CASE District V

2014: Creating a Customizable Storytelling Website; HighEd Web Michigan

UNIVERSITY SERVICE

2020-Present: Key Issues Group, University of Michigan

2017-Present: Dean's Cabinet, College of Engineering, University of Michigan

2015-Present: Emergency Planning and Response Team, College of Engineering, University of Michigan

2021-2025: Email Marketing Advisory Group, University of Michigan

2021-2024: Circle of Excellence Judge, Council for Advancement and Support of Education

2017-2025: Diversity, Equity and Inclusion (DEI 2.0) Sponsors Group, College of Engineering, University of Michigan

2017-2025: Executive Marketing Council, University of Michigan